



STRATEGIC PLAN 2018-2022

CAIRNS AND DISTRICT CHINESE ASSOCIATION INC

VISION

To be a premier cultural organisation in Australia by sharing and protecting North Queensland Chinese culture and heritage.

MISSION

To inspire present and future generations to celebrate and value North Queensland's distinctive Chinese history, objects, performance and stories.

VALUES

Integrity, inclusion, diversity, innovation and accessibility.

PURPOSE

- Advance best practice in the sharing and protection of Chinese culture and heritage in the Cairns region
- Protect, preserve and promote the Lit Sung Goong (LSG) temple collection and other movable heritage objects
- Develop community arts and heritage infrastructure through the establishment of the Far North Queensland's (FNQ) Chinese Cultural and Heritage Centre
- Inspire regional communities and visitors to value local Chinese history and heritage, and connect to contemporary interpretations
- Provide authentic experiences and broad accessibility through digital innovations, community-based events, education, exhibitions and performance
- Provide access to education and research for diverse audiences
- Contribute to growth of cultural tourism.

INTRODUCTION

The Cairns and District Chinese Association Inc (CADCAI) Strategic Plan 2018-2022 outlines the steps required to maintain heritage, arts and performance activities while achieving the long-held goal to establish the FNQ Chinese Cultural and Heritage Centre.

Cairns and FNQ have a rich and distinctive history of Chinese migration but no permanent location for the safe storage, conservation and interpretation of the internationally significant LSG collection or to illustrate the contribution of Chinese people to the region.

The current of priority of CADCAI is to establish a new cultural facility to provide:

- visitors with an understanding of the significant contribution of Chinese people to FNQ history
- locals with a sense of place in community
- businesses with more diverse experiences for tourists.

CADCAI is recognised for a strong record of volunteer achievements in conservation of the internationally significant LSG temple artefact collection, and the Chinese New Year Festival and performing arts. This demonstrates the organisation's capacity to lead and excel in promotion of Chinese arts, culture and heritage in Australia and to maintain a broad and dynamic program to deliver exhibitions, research, distinctive experiences, events and education services to meet the needs of diverse audiences in Northern Queensland.

CADCAI STRATEGIC PLAN ALIGNS WITH:

- Cairns Regional Council Strategy for Culture and the Arts 2022
- Queensland Museum Network Strategy 2016-2020
- Arts Queensland Regional Arts initiatives for Queensland
- Access to Regional Arts 2017-218
- Creation of new arts infrastructure and employment
- Growth in cultural tourism and TTNQ initiatives
- QLD Government Multicultural charter/Policy & Plan 2016-2019
- Australian Government – Building Better Regions Infrastructure Fund.

STRATEGIC OPPORTUNITIES AND RISKS

- Implement a state-of-the-art facility for museum-standard storage, preservation, interpretation and exhibition NQ Chinese history
- Strengthen partnerships and collaborations with Local, State and Federal Governments, Business and Museum sectors and Chinese organisations nationally and overseas
- Embrace sound management strategies and build income streams to ensure organisational and financial sustainability
- Develop innovative program of events and expand opportunity for fascinating public experiences
- Build local volunteer capacity and employment for cultural tourism.
- Create environmentally-sustainable and cultural distinct infrastructure for the local community

FOCUS	OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
1. Cultural Centre	Develop an iconic Chinese Cultural and Heritage Centre with stories, displays and events that inform and inspire locals and visitors about the long-standing contribution of Chinese to the area.	<ul style="list-style-type: none"> Negotiate with State Government to finalise perpetual lease for Greenslopes Street block after Cairns Regional Council relinquish current lease after CADCAI proposal approval Finalise building, development design and fit out requirements, review scope of works and costings and seeks CRC building approval Develop a business model for Centre including fundraising for capital works and ongoing CADCAI operations Identify funds and donations required to meet Centre costing's and CADCAI strategic objectives Appoint project management committee to oversee action plan and completion of building project Engage a Centre manager to oversee all CADCAI activities Contribute to growth of cultural tourism and inspire local communities, national and international visitors with NQ Chinese history and heritage through compelling stories and experiences using innovation and digital access 	<ul style="list-style-type: none"> CADCAI secures a long term lease on Greenslopes Street land from QLD Government CADCAI secures funding for Chinese Cultural Centre CADCAI builds and opens a Chinese Cultural Centre on Greenslopes Street A Centre Manager is appointed to managed the Centre and oversee CADCAI activities CADCAI membership engaged and active in Centre based activities Museum exhibitions open Plans and trials for niche experience activities in place
2. Collections	Achieve museum best-practice in protecting communicating, researching and exhibiting Cairns' Chinese heritage and collections for public education and enjoyment.	<ul style="list-style-type: none"> Ensure collections are stored and displayed securely in new Centre at optimal museum standard environments Ensure the provision of ongoing management, conservation and promotion of the LSG and other heritage collections Employ a qualified Curator to work with heritage group to facilitate and oversee implementation of curatorial concept Promote and showcase the rich and diverse heritage collections by enabling public access through a range of promotional, digital media and community activities and exhibitions Encourage and support research and publications relating to North Queensland Chinese history and heritage Explore opportunities for public engagement and collaborative research about the Lit Sung Goong collection and Chinese history 	<ul style="list-style-type: none"> Conservator engaged by CADCAI CADCAI Collections are stored, maintained and exhibited in the Centre at Museum standard Evidence of curatorial innovation in CADCAI Exhibition Accessibility to LSG collection and visitor experiences expanded CADCAI participation in research, conference presentations and collaborations with lay and academic historians
3. Arts and Performance	Contribute to rich and welcoming experiences to the diverse cultural life of Cairns through Chinese arts, festivals and performance.	<ul style="list-style-type: none"> Expand the Chinese New Year Festival performance and display program and investigate opportunities to integrate internationally recognized acts Monitor and creatively adapt to changing community needs and interests Continue to provide Chinese language, arts and performance activities for CADCAI members and the general public Expand plan for Chinese art and cultural program to include Centre based activities Develop collaborations and partnerships with universities, institutions and North Queensland families Maintain and develop interesting and innovative educational opportunities for community and visitors Develop exchange & visiting artists programs 	<ul style="list-style-type: none"> CADCAI CNY plan indicates expansion and variation from year to year and responsiveness to evaluation of CNY events and activities Program of Centre-based arts, culture, performance and education documented and evaluated Evidence of cultural exchange, visiting artists and collaborative events
4. Financial Sustainability	To be an independent, resourceful, financially sustainable and well managed community organisation and service provider through effective governance to manage the functions of CADCAI	<ul style="list-style-type: none"> Develop a business model for Centre to include fundraising for capital works and ongoing CADCAI operations Strengthen financial controls, risk assessment and reporting systems to better monitor and manage CADCAI resources to reflect best practice governance Develop Centre marketing and CADCAI integrated media plan Plan and establish procedures for CADCAI & Centre ICT, digitised programs, records and ongoing maintenance and upgrades required Maintain and expand CADCAI partners, sponsors and key stakeholders 	<ul style="list-style-type: none"> Business model implemented Governance, risk management, policies and procedure indicate best practice Evidence of achievable plan for financial sustainability Website upgrade completed and maintenance program established Whole of organisation integrated Media and marketing strategy in place Relationships with donors, partners, sponsors and key stakeholders well maintained
5. People	Acknowledge, retain and expand the pool of committed, experienced and hardworking volunteers, supporters and future staff	<ul style="list-style-type: none"> Develop an effective volunteer program for Centre activities and continuing heritage, arts and performance programs Expand CADCAI membership and volunteer base Promote cultural exchange programs and training & development opportunities for members & volunteers within Australia and overseas CADCAI Staff employment and consultancy contract and policies documented 	<ul style="list-style-type: none"> Staff and volunteer policies and procedures documented Increase in membership and volunteers Training and development available for volunteers and staff Staff, consultants and volunteers indicate satisfactory experience in CADCAI